Quick Wins & Long Term Results

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Impact Network

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Learning Targets

Session participants will...

❖ Gain an understanding of a school turnaround model and its effects on the entire school district

❖ Reflect upon examples from one school district's journey in the turnaround process

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The University of Virginia School Turnaround Program

Joint venture between….

University of Virginia Darden School of Business

University of Virginia Darden School of Business

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Beginning a Partnership

UNIVERSITY of VIRGINIA

DARDEN SCHOOL OF BUSINESS

Building systemic capacity in:

- Leadership

- Instructional infrastructure

- Differentiated support and accountability

- Talent management

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Meeting the Requirements

- Analysis of the district's current ability to engage in a sustainable turnaround process

- Recommendation for addressing gaps

- Co-determine what commitments are necessary to move forward - weekly PLC meetings, weekly building visits, leadership training, District Shepherd

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Selecting the Building Leaders

- [Behavioral Event Interviews](#)

- Principal performance history

- Matching the right principal with the building

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Leadership Training in Charlottesville, Virginia

- Case studies from business

- Examined our work/data

- [Kotter's Change Model](#)

- [Root cause](#)

- Instructional shifts

- Leadership shifts

- [Focused 90 Day Plan](#) & [90 Day Plan Monitoring Tool](#)

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Root Cause Activity

Root Cause Analysis became the cornerstone of our work in the turnaround process. Without going deep, leaders can often spend quite a deal of resources treating symptoms instead of the true "root" of the problem.

After the Root Cause Analysis is complete, an action plan can be created. All of the action steps address the root cause.

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Central Office Leadership Challenges and Changes

- Develop and implement systems to support the change

- Accountability versus support

- Pace - APS 90 Day Action Plan and PLC Minutes

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Is It Support Versus Accountability?
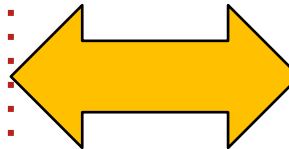
Support

Trust

Removal of barriers

Collaboration

Assistance

Modeling

Problem solving together

Empowering

Accountability

- Setting milestones
- Focus on results
- Shared and known expectations
- Check-ins
- Product/evidence
- Feedback

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Quick Wins - The First Focus of the 90 Day Plan

- High yield, low effort

- Fast turn around time

- Use District Shepherd to get around "red tape"

- Motivating to staff

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Quick Wins

Examples

- Tack strips

- Hallways painted

- Data rooms

- Change of entry process

- Outside landscaping

- Upgrade of internet wiring

- Special eSchool reports

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Greenfield Thinking

"What if it's the system that's the problem? What if the key to breakthrough school improvement is not mandating new solutions built on an elusive combination of the right standards, pedagogy, and assessments but removing entrenched bureaucratic barriers and rethinking restrictive norms and routines? What if we were free to start from scratch? This is the Greenfield Reform Strategy: **Create an environment that invites new solutions to surface and provide the infrastructure necessary for them to succeed.**"

Education Unbound, by Frederick Hess (Harvard Education Press, 2013)

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Greenfield Thinking

Examples

- Acceleration plans

- Monday morning meeting

- Viking exams (short cycle assessments)

- Scheduling - tutors, advisory periods

- Flexible grouping

- Alternative discipline strategies

- Push in support for interventions

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Our district is perfectly designed to get the results it has been getting.

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Data Driven Instruction - Getting Poolside

- Short cycle assessments designed to drive mastery learning

- Big rocks

- Four major components

  - Assessments

  - Analysis

  - Action planning

  - In a data driven culture

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Man on Fire

Discussion

Data Driven Instruction - Analysis

- Diagnostic, deep level of analysis

- Required data reports that provided detailed information

- Substitute coverage to provide teachers time to do the work

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Data Driven Instruction - Coaching

Discussion

Data Driven Instruction - Action Planning

- Aligned to the skill deficits identified in the analysis

- DIFFERENT instructional strategies

- Specific to students who need the intervention

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Data Driven Instruction - Final Check

Discussion

Data Driven Instruction - Mastery Learning

- Formative assessments given to measure the re-teach

- Accountable talk at PLC's to share results

- Standards spiraled back in during next interim cycle to review, reinforce and maintain mastery

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